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Activities of the United Nations Human Settlements Programme, including coordination matters

Activities of the United Nations Human Settlements Programme

Cooperation with agencies and organizations within the United Nations system, intergovernmental organizations outside the United Nations system, non-governmental organizations and other Habitat Agenda partners

Report of the Executive Director

I. Introduction

1. The present report reviews progress in respect of cooperation between the United Nations Human Settlements Programme (UN-Habitat) and other entities within the United Nations system, intergovernmental organizations outside the United Nations system and Habitat Agenda partners during the period from 1 January 2013 to 31 December 2014.

II. Cooperation with organizations and agencies within the United Nations system in the implementation of the Habitat Agenda and the Millennium Development Goals and the development of the post-2015 development agenda

A. General Assembly

2. During the reporting period, the preparations for the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) were guided by General Assembly resolution 68/239. In the resolution, the Assembly encouraged giving appropriate consideration to sustainable urbanization in the elaboration of the post-2015 development agenda and affirmed resolution 24/14 of the Governing Council of the UN-Habitat on the inputs and support required for the preparatory process. The Assembly welcomed the strategic plan of UN-Habitat for the period 2014–2019, took note of the governance review process of UN-Habitat and encouraged the Committee of Permanent Representatives to continue its consideration of proposals, including recommendations and options for reform, with a view to reaching a consensus on how to proceed with the governance review. The Assembly also designated 31 October as World Cities Day.

3. *At its sixty-ninth session, the General Assembly, in its resolution* 69/226, continued to encourage giving due consideration to sustainable urbanization in the elaboration of the post-2015 development agenda. The Assembly also reiterated its encouragement to Member States, UN-Habitat and all relevant stakeholders to take appropriate measures to implement Governing Council resolution 24/4 and requested the Executive Director of UN-Habitat to strengthen the mainstreaming of gender

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equality and women's empowerment in the normative and operational work of UN-Habitat. The Assembly requested the Secretary-General to keep the resource needs of UN-Habitat under review so as to continue efforts to improve its efficiency, effectiveness, transparency and accountability in supporting the implementation of its mandate. In addition, the Assembly recognized that, over the years, the responsibilities of UN-Habitat had changed considerably in their scope and complexity and that the requirement to provide substantive and technical support to developing countries had changed in areas related to sustainable cities and human settlements, as reflected in its strategic plan for 2014–2019.

B. Economic and Social Council

4. The Economic and Social Council, in its resolution 2014/30 on human settlements, took note with appreciation of the first ever integration segment of the Council on sustainable urbanization and its focus on the role of sustainable urbanization as a transformative force for achieving and advancing sustainable development. The Council encouraged Governments to give appropriate consideration to the role of urbanization and human settlements in sustainable development in their national development plans in order to ensure coordinated implementation of different sectoral policies within cities and human settlements in general and to formulate and implement national urban development policies.

C. United Nations System Chief Executives Board for Coordination

5. UN-Habitat continued to participate in the United Nations System Chief Executives Board for Coordination and its three pillars, the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group (UNDG). The High-level Committee on Programmes identified sustainable urbanization as a strategic focus area for its work. An important instrument for increasing the engagement of the United Nations system in sustainable urban development is the policy paper entitled "Urbanization and sustainable development: towards a new United Nations urban agenda", to be drafted by an ad hoc working group of the Committee (CEB/2014/6, para. 53).

D. Other inter-agency mechanisms

6. UN-Habitat intensified its participation in UNDG at the global and regional levels, serving as a rotating member of the UNDG Advisory Group for the year starting on 1 January 2013. In that capacity, UN-Habitat represented the United Nations Department of Economic and Social Affairs, the United Nations Environment Programme (UNEP) and the United Nations Conference on Trade and Development (UNCTAD). In 2014, UN-Habitat co-led, with the United Nations Development Programme (UNDP), the UNDG consultations on localizing the post-2015 development agenda and sustainable development goals at the national, regional and global levels. The results of the consultations, gathered in a report entitled *A Million Voices: The World We Want*, informed the synthesis report of the Secretary-General on the post-2015 development agenda (A/69/700). At the country level, UNDP has been a key partner for UN-Habitat, particularly in the Latin American region, where it supports implementation of activities in Brazil, Colombia, Cuba, Ecuador and Mexico. The agencies also work together in the Syrian Arab Republic and the State of Palestine to enhance urban living conditions.

7. UN-Habitat continued its engagement with the UNDG Human Rights Mainstreaming Mechanism by providing input to the post-2015 development agenda and initiating a joint project with the United Nations Population Fund (UNFPA) to strengthen engagement with human rights mechanisms by tracking the implementation of recommendations and concluding observations of United Nations human rights mechanisms, particularly within the context of the universal periodic review of the Human Rights Council. UN-Habitat also actively contributes to the Joint Working Group on Transition Issues, using its work on urban resilience to facilitate alignment between the humanitarian and development communities.

8. UN-Habitat has promoted a working group on sustainable urban development of the Regional UNDG Team for Latin America and the Caribbean, together with UNFPA, the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNEP and the secretariat of the United Nations International Strategy for Disaster Reduction (UNISDR). UN-Habitat led a task team on urbanization for the UNDG regional team for Asia and the Pacific, composed of 14 agencies, whose work included preparation of a paper to guide United Nations country teams in jointly addressing the numerous challenges as well as the opportunities of urbanization in the Asia-Pacific region. UN-Habitat also participates in the UNDG Arab States Team.

Inter-agency collaboration for humanitarian response

During the period under review, recognition by the United Nations system of UN-Habitat substantive expertise in urban crises grew significantly. UN-Habitat is a member of the Inter-agency Standing Committee principals and working groups and of the Executive Committee on Humanitarian Affairs. A critical role of the principals is to assess and determine the level of response required for any given humanitarian emergency. There were an unprecedented number of devastating level 3 emergencies (the Syrian Arab Republic, the Philippines, South Sudan, the Central African Republic and Iraq) as well as level 2 emergencies in Pakistan, Serbia and the State of Palestine. UN-Habitat has actively participated in and contributed to technical assistance to support affected Member States. UN-Habitat chairs the Inter-Agency Standing Committee reference group on meeting humanitarian challenges in urban areas, which has raised the profile of urban issues and has had a major impact on institutional thinking and approaches to emergency response in urban areas. UN-Habitat, as the focal entity for the housing, land and property area of responsibility of the Global Protection Cluster, chaired by the Office of the United Nations High Commissioner for Refugees (UNHCR), has provided critical support to a number of countries facing these urban challenges and continues to provide technical leadership to the shelter and early recovery global clusters. It also contributes to water, sanitation and hygiene and urban livelihood projects in urban emergencies; sustainable settlement planning; and water and sanitation provision for camps hosting Syrian refugees and for non-camp-based urban refugees in Lebanon and Jordan. A programme for the resettlement of Iraqi internally displaced persons has taken an innovative approach to durable solutions by putting the local government, the private sector and the community in leadership roles in integrating urban housing with local economic development. A joint programme on land conflict resolution was also established for internally displaced persons in the Democratic Republic of the Congo.

UN-Habitat has contributed to the Inter-Agency Rapid Response Mechanism established to enhance the capacity of the United Nations system to respond to crises. It is also working closely with the secretariat of the World Humanitarian Summit to be held in 2016 by developing an urban track within the relevant themes, including by recruiting experts in urban risk, resilience, urban health, food security and urban violence. Linkages are also being developed with the Habitat III secretariat. Furthermore, UN-Habitat has seconded staff to the United Nations Mission for Ebola Emergency Response to help address the urban challenges of the epidemic.

9. UN-Habitat participated in an expert group meeting on the high-level political forum on sustainable development, held in New York on 3 and 4 April 2013, and made a statement at the inaugural meeting of the forum at the sixty-eighth session of the General Assembly.

10. Prior to the establishment of a Habitat III secretariat in July 2014, the United Nations system and the World Bank were mobilized to prepare for the conference. Three coordination meetings were held, in Geneva in July 2013, in New York in November 2013 and during the seventh session of the World Urban Forum, held in Medellin, Colombia, in April 2014.

11. UN-Habitat continued to play an important role in the United Nations Inter-Agency Network on Youth Development, giving particular support to the development and implementation of the United Nations System-wide Action Plan on Youth. The first report on the Action Plan was issued in 2014. The Department of Economic and Social Affairs, the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UN-Habitat co-convened an expert group meeting on youth and civic engagement at UNESCO Headquarters in Paris in June 2014 that addressed, among other issues, the uniqueness of urbanization in the developing world, where cities serve as enablers for increased engagement by youth in political, social and economic life. The meeting served to inform the *World Youth Report 2015*.

12. A United Nations working group on transparency was established in January 2013 with the assistance of UNDP and the United Nations Office for Project Services (UNOPS) as a platform for United Nations agencies to discuss transparency, accountability and openness, with a focus on the International Aid Transparency Initiative. UN-Habitat has chaired the working group since February 2014. Three meetings were held in 2013/14, bringing together representatives from 19 multilateral agencies. Tailored transparency workshops were held with UNEP in Nairobi in March 2013 and with UNESCO in Paris in August 2013.

13. UN-Habitat took part in the meeting of the inter-agency consultative group of the United Nations system and international organizations on the implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 and in the meeting of the Inter-Agency Consultative Group for least developed countries held in March 2013.

14. Under the United Nations Joint Programme on Local Governance and Decentralized Service Delivery in Somalia, UN-Habitat is an active member of the United Nations country team and works in support of the New Deal for Somalia and the Government's six-point plan. It participates in urban planning; land governance and legislation; municipal finance, including geographic information system (GIS)-based property taxation; solid waste management; and capacity-building for local governments, including personnel and physical infrastructure. UN-Habitat also participates in joint programming for the Democratic Republic of the Congo with the Food and Agriculture Organization of the United Nations (FAO), UNDP and the World Bank.

III. Cooperation with the Office of the Secretary-General and organs of the United Nations

15. The report of the Secretary-General on the coordinated implementation of the Habitat Agenda (E/2013/68) served as substantive reference during negotiation of the Economic and Social Council resolution on human settlements. UN-Habitat, as the lead entity in the United Nations system in the area of sustainable urban development, continues to work through the Council for system-wide promotion of the Habitat Agenda. Two significant events relating to urban development were held during the 2013 high-level segment of the Council: the high-level ministerial round table on harnessing the dual global trends of urbanization and the demographic youth bulge and a meeting of the inter-agency coordinating committee for Habitat III. The first integration segment of the Economic and Social Council was held in May 2014, focusing on sustainable urbanization and leading to the adoption of resolution 2014/30.

16. UN-Habitat continued to directly support the Office of the Secretary-General in the areas of urbanization and human settlements development, with an emphasis on climate change, land legislation, governance and youth. UN-Habitat, in partnership with city networks and a wide range of other partners, is working on follow-up initiatives stemming from the 2014 Summit on Climate Change: the Compact of Mayors and the Cities Climate Finance Leadership Alliance.

17. The Rule of Law Unit of the Executive Office of the Secretary-General requested UN-Habitat to develop a guidance note on how the Organization could be better fit for purpose to address land and conflict at scale. UN-Habitat is leading the first scoping phase, with strong support from the Department of Political Affairs and the Department of Peacekeeping Operations. UN-Habitat has continued to support both the Special Envoy of the Secretary-General to the Great Lakes Region and the International Conference on the Great Lakes Region on land and property issues. UN-Habitat remained an active partner in the European Union-United Nations Partnership on Land, Natural Resources and Conflict Prevention and was a co-drafter of the strategic paper to guide the next phase, which includes a stronger regional focus on the Great Lakes. Furthermore, in 2013–2014, the organization provided assistance in the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region in areas related to land management, energy and urban youth livelihoods.

18. Youth development is a key area of joint United Nations action. UN-Habitat contributed to the World Conference on Youth, held in Sri Lanka in May 2014, as well as the mission to Mogadishu of the Special Envoy of the Secretary-General on Youth in September 2014 to raise awareness of the critical situation facing the youth demographic in Somalia. The first Global Forum on Youth Policies was convened in Baku by the Office of the Envoy, in partnership with the Government of Azerbaijan, UN-Habitat and other United Nations agencies.

19. Through the Regional Coordination Mechanism mandated by the Economic and Social Council, UN-Habitat has been actively engaged in the Asia-Pacific Mechanism, participating in numerous high-level meetings during the reporting period and playing an active role in the thematic working groups on environment and disaster risk management. The agency was also represented at the meetings of the Africa Mechanism, including the retreat on African Union-United Nations collaboration in support of emerging issues, especially implementation of the African Union Commission Strategic Plan 2014–2017 and the African Union's Agenda 2063.

IV. Cooperation with specific offices, departments, agencies, funds, programmes and other entities within the United Nations system

20. UNAIDS and UN-Habitat published a report on HIV in cities in 2014. The purpose of the report is to provide an overview of the HIV epidemic in urban areas in developing countries, focusing on intra-urban differences, and to introduce a programmatic framework for action by cities. A meeting held in Paris in December 2014 attended by French mayors and representatives of UNAIDS and UN-Habitat, among others, adopted the Paris Declaration entitled "Fast-track cities: ending the AIDS epidemic".

21. During the reporting period, UN-Habitat, UN-Women and the United Nations Children's Fund (UNICEF) implemented the joint initiative Safe and Friendly Cities for All to support urban safety in public spaces in eight cities: Dushanbe, Metro Manila, Greater Beirut, Marrakesh, Morocco, Nairobi, Rio de Janeiro, Brazil, San José and Tegucigalpa. The initiative draws on the use of innovative, gender-sensitive and evidence-based approaches. It will enable local authorities and women's, youth and children's advocates to take action to increase safety and prevent and reduce violence, including sexual violence and harassment of women and girls.

22. UN-Habitat has collaborated with the Department of Economic and Social Affairs in developing the Urban Electric Mobility Initiative, which aims to reduce greenhouse gas emissions by encouraging the widespread adoption of electric mobility in cities. It is hoped that by 2030, electric light-duty vehicles will have captured 30 per cent of the market.

23. UN-Habitat continues to be involved at the senior level in the activities of the Environment Management Group, as well as at the technical level in the activities of its Issues Management Groups on Biodiversity and on Green Economy. A system-wide strategy on environment, progress on United Nations agency-wide reduction of carbon emissions and the need to reassess the objectives of the Group after the adoption of the post-2015 development agenda were discussed at the meeting of the Environment Management Group in September 2014.

24. UN-Habitat also continues to work in close collaboration with the United Nations Permanent Forum on Indigenous Issues. A member of the Permanent Forum participated in the round table on indigenous issues in cities at the seventh session of the World Urban Forum, and UN-Habitat participated at the World Conference on Indigenous Peoples in September 2014.

25. FAO and UN-Habitat continued to work together in the implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests, in the Context of National Food Security, endorsed by the Committee on Food Security in 2012. The joint development of an urban application of the Guidelines is ongoing, as is the mainstreaming of the Guidelines in the work of the Global Land Tool Network and FAO programming at all levels.

26. UN-Habitat is working with the International Fund for Agricultural Development (IFAD) on strengthening land and natural resource tenure security in Eastern and Southern Africa. In 2013, UN-Habitat and IFAD signed a three-year agreement to develop and integrate pro-poor tools and approaches for securing land and natural resource rights into the Fund's natural resources management programmes.

27. UN-Habitat was formally admitted as an observer at the Council of the International Organization for Migration (IOM) at the Council's 105th session in 2014. UN-Habitat has also committed to deepening the working relationships with IOM in country-level operations and at the policy level, especially during preparations for the Ministerial Conference on migrants and cities to be held in 2015 and Habitat III. Ongoing joint projects at the country level in Nepal, Haiti, Myanmar, Pakistan, the Philippines, Iraq and Mozambique included work on land issues, shelter reconstruction, reducing disaster risk and advisory work on resilient architecture.

28. UN-Habitat is participating in preparations for the World Conference on Disaster Risk Reduction, to be held in Japan in 2015. UN-Habitat also participates in the partnerships formed to implement UNISDR and with the United Nations Economic Commission for Africa (ECA) on the Urban Risk Reduction and Resilience programme in Lusophone Africa to increase the capacities of municipalities to respond to disasters.

29. UNICEF supports UN-Habitat in a series of risk reduction projects, including risk reduction and human security projects in Mozambique and Madagascar. In Mozambique, the work involves revision of building codes and school construction norms, as well as development of risk reduction school curricula and post-disaster needs assessment tools.

30. ECA re-established an Urban Section in an effort to strengthen its work on urbanization as a key factor in the structural transformation of Africa. Within the framework of the Memorandum of Understanding between UN-Habitat and ECA signed in 2012, UN-Habitat continued to support the consortium for the Land Policy Initiative, which is also supported by the African Development Bank and the African Union Commission. UN-Habitat is part of the Steering Committee of the Initiative and has led the component on capacity development on land governance, with the aim of supporting Member States in implementing the Declaration on Land Issues and Challenges in Africa adopted by African Union Heads of State in 2009.

31. Furthermore, UN-Habitat is working closely with ECA and the African Union Specialized Technical Committee on Public Service, Local Government, Urbanization and Decentralization on implementation of the African Urban Agenda, including preparation of national Habitat III reports, capacity-building for Habitat Agenda partners at subregional level, policy dialogues and applied research in support of the preparation and adoption of the Africa Regional Habitat III report and position. It is expected that this partnership will raise the profile of urbanization and strengthen partnerships between State and non-State actors towards the adoption of a new urban agenda.

32. In 2013, UN-Habitat, in partnership with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), implemented an initiative, funded by the Development Account, to assess the vulnerability of cities to climate and articulate adaptation options in three cities in Fiji, Vanuatu and Papua New Guinea. A quick guide was developed for wider dissemination in the Asia-Pacific region. ESCAP and UN-Habitat also launched a land tenure initiative for the Asia-Pacific region. The agencies also held a multi-stakeholder consultation, in partnership with FAO and the International Federation of Surveyors. Additionally, UN-Habitat, with the support of ESCAP, will build the capacity of Habitat Agenda partners to engage in policy dialogues and programmes in the Asia-Pacific region within the context of global milestones.

33. UN-Habitat and the United Nations Economic and Social Commission for Latin America and the Caribbean (ECLAC) collaborated on a report on measuring housing deficits in the Latin American region. Key findings and case studies were presented at the seventh session of the World Urban Forum. ECLAC also contributed to the workplan for the formulation of the national policy for the system of cities and to the strengthening of the Association of Colombian Cities.

34. Since mid-2014, UN-Habitat has been strengthening its collaboration with the United Nations Economic and Social Commission for Western Asia (ESCWA). The agency participated in the twenty-eighth ESCWA ministerial session held in Tunis in September 2014 and the expert group meeting on inclusive social development in the Arab region held in Beirut in November 2014, which gave insight into the role of cities in promoting social and spatial inclusion. In addition, UN-Habitat is contributing to the chapter on urban sustainability for an ESCWA report on sustainable development in the Arab region UNESCWA will be involved in the last phase of elaboration of the Arab strategy for housing and sustainable urban development, developed by UN-Habitat, and will also lead the regional preparations for Habitat III.

35. UN-Habitat has contributed technical and capacity development assistance in the field of sustainable urban development to UNESCO for the United Nations Decade on Education for Sustainable Development and the UNESCO Global Learning Cities Index. UNESCO also continued to contribute to the UN-Habitat-led Global Water Operators' Partnerships Alliance.

36. In March 2013, the Executive Directors of UNEP and UN-Habitat reviewed the organizations' collaboration and explored how to strengthen future partnership and joint delivery of programmes. Based on that review, the Greener Cities Partnership was launched at the World Urban Forum in April 2014. The agencies facilitated the formation of the secretariat of the Africa Sustainable Transport Forum, with the first expert and ministerial conferences held in Nairobi in October 2014. UN-Habitat and UNEP are also co-Chairs of the Steering Committee of the Global Wastewater Initiative. A unified post-2015 monitoring framework is being developed with support from the Swiss Agency for Development and Cooperation. At the country level, in Kenya, the agencies are supporting the National Climate Change Action Plan, with funding from the Department for International Development of the United Kingdom of Great Britain and Northern Ireland for a joint project to reduce emissions by the transport sector in Kenya's major cities. In Asia, the agencies are partnering on a proposal for ecosystem-based climate change adaptation in Nepal, Sri Lanka, Bangladesh, Indonesia and the Philippines.

37. UN-Habitat participated in key climate change-related dialogues during the reporting period. These included the nineteenth meeting of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Warsaw in 2013; a technical meeting of experts from least developed countries, convened under the auspices of the Convention, on national adaptation

plans; the Forum on Experiences and Best Practices of Cities and Subnational Authorities in Relation to Adaptation and Mitigation, held in Bonn in 2014 and chaired by the Deputy Director of UN-Habitat, and the twentieth meeting of the Conference of the Parties to the Convention, held in Lima in 2014.

38. UN-Habitat is currently supporting the implementation of two projects funded by the Global Environmental Facility (GEF) in Ethiopia, Kenya and Uganda, where UNEP is acting as the GEF Agency and UN-Habitat is an executing partner. The East African projects focus on sustainable transport and promoting energy efficiency in buildings. GEF and UN-Habitat were represented at a meeting of the Advisory Committee of the UN-Habitat Cities and Climate Change Initiative and at an advisory meeting on the GEF Sustainable Cities Integrated Approach Pilot, respectively. GEF is listed as a partner in the Cities Climate Finance Leadership Alliance.

39. The United Nations Special Rapporteur on the right to adequate housing as a component of the right to an adequate standard of living, and on the right to non-discrimination in this context has collaborated with UN-Habitat on promoting the responsibilities of Governments with respect to the right to adequate housing, including by addressing homelessness. Specifically, UN-Habitat has provided inputs on tenure security, including to a report of the Special Rapporteur on security of tenure, including for the urban poor (A/HR/22/46). UN-Habitat also provided input to the handbook *Realizing the Human Rights to Water and Sanitation* written by the United Nations Special Rapporteur on safe drinking water and sanitation.

40. The United Nations Industrial Development Organization (UNIDO) and UN-Habitat signed a general Memorandum of Understanding on the promotion of cleaner urban industries and technologies through joint technical cooperation projects and programmes.

41. UN-Habitat strengthened its collaboration with the Office of the United Nations High Commissioner for Human Rights (OHCHR). The two agencies expanded joint work on housing rights/forced evictions to include OHCHR support to the institutional mainstreaming of the human rights-based approach to sustainable urban development. They jointly published Fact Sheet No. 25/Rev.1, Forced Evictions, produced a video clip on forced evictions and issued and widely disseminated the report *Losing Your Home: Assessing the Impact of Eviction* in 2014. The two organizations also collaborate on research into human rights in the areas of transport, energy and drainage.

42. The Commission on Crime Prevention and Criminal Justice of the United Nations Office on Drugs and Crime (UNODC) at its twenty-second session and the Governing Council of UN-Habitat at its twenty-fourth session adopted complementary resolutions on action for the creation of safer cities, in particular the strengthening of guidelines for the implementation of crime prevention programmes at the local level and the development of United Nations system-wide guidelines on safer cities. In addition, joint project documents on urban safety monitoring for Africa and Latin America for 2016 and 2017 have been developed. An additional joint programme document on safer cities as a way of supporting Member States and implementing the post-2015 development agenda is under preparation in cooperation with the World Bank.

43. UNOPS continues to provide key support to UN-Habitat on the Global Land Tool Network project and other projects implemented in the Asia-Pacific region as well as in Brazil and Saudi Arabia.

44. UN-Habitat co-chaired, with UNFPA, IOM and the Department of Economic and Social Affairs, two technical retreats, held in Geneva, to build consensus with civil society actors on and develop indicators for sustainable urbanization. This is one of the four priority areas for action within the issue of population dynamics considered by the Open Working Group of the General Assembly on Sustainable Development Goals.

45. UN-Habitat is working with the United Nations Rule of Law Coordination and Resource Group to explore how to promote the integration of human rights and the rule of law as a cross-cutting issue in all organizations; how to promote system-wide cooperation on rule of law and human rights issues, including cross-posting of staff; and common resource and administrative approaches.

46. UN-Habitat is a member of the World Bank Group's advisory committee on the Land Governance Assessment Framework and the two organizations continue to collaborate in the implementation of the Framework at the country level, including in the Democratic Republic of the Congo and Iraq. The two organizations are also developing and testing a framework, methods and tools to assess and monitor land issues, with a specific focus on tenure security, developing building codes for resilience and sustainable urban development, and partnering on measurement, research and capacity-building efforts. A set of global indicators on land and tenure security is being developed to

inform the post-2015 development agenda and a feasibility study for data collection at country level has been undertaken.

47. UN-Habitat and the World Health Organization (WHO) expanded their partnership on urban health matters for normative and field operations, particularly in the following priority areas: reduction of the health impacts of short-lived air pollutants involving local governments; urban design and planning and their impact on prevention/control of non-communicable diseases; strategic interventions in sanitation, waste management and drainage in urban areas; disease risk assessments in urban areas; and water/sanitation interventions in urban emergencies. UN-Habitat has also been called upon by WHO and the United Nations Mission for Ebola Emergency Response to provide specialist urban expertise in Guinea, Liberia and Sierra Leone, in particular to help improve the response in urban areas, considered to be essential to overcome the crisis.

V. Cooperation with intergovernmental organizations and development institutions outside the United Nations system

48. UN-Habitat supported the African Ministerial Conference on Housing and Urban Development, which took place in February 2014 in N'Djamena. The institutionalization of the Conference under the Africa Union was finalized in July 2014 with the establishment of an eighth Specialized Technical Committee, on public service, local government, urbanization and decentralization.

49. UN-Habitat continues to participate regularly in the meetings of the League of Arab States Ministerial Council on Housing and Construction and its Technical Advisory Committee. Moreover, UN-Habitat and the League created a joint committee, also composed of representatives of Arab States, to support the elaboration of an Arab strategy for housing and urban development. The League and UN-Habitat are also collaborating in the development and launch of the Arab Ministerial Forum on Housing and Urban Development, expected to be held in Egypt in 2015. The League will be a key regional partner in preparations for Habitat III.

50. UN-Habitat is working in close collaboration with the African Union through the African Urban Agenda, including a presidential initiative led by the Presidents of Ghana and Nigeria to promote urbanization as a transformative force for Africa's development within the context of Agenda 2063 and to strengthen the continent's participation in achieving the global milestones of the post-2015 development agenda, Habitat III and the sustainable development goals, among others. On this premise, UN-Habitat will be supporting the African Union Specialized Technical Committee on Public Services, Local Government, Urbanization and Decentralization. A conference was held in December 2013 to launch this partnership, which aims to strengthen the participation of Habitat Agenda partners in the promotion of sustainable urbanization in the region.

51. The Secretariat of the African, Caribbean and Pacific (ACP) Group of States initiated the Participatory Slum Upgrading Programme, which UN-Habitat implements in 34 ACP countries. The Secretariat contributed to high-level events, in particular the seventh session of the World Urban Forum and the second International Tripartite Conference on Sustainable Urbanization for Urban Poverty Eradication, held in Kigali in September 2013. The tripartite partnership is composed of the ACP countries, the European Commission and UN-Habitat. UN-Habitat also supported the Fifth Asia-Pacific Ministerial Conference on Housing and Urban Development, held in Seoul in November 2014 with the theme "Equal opportunity for sustainable development".

52. The European Union has supported UN-Habitat programme implementation in Indonesia, India, South Africa, Brazil (development of urban low emission strategies), Afghanistan (settlement upgrading and integration of internally displaced persons), Sri Lanka (housing reconstruction), Somalia (water provision and employment creation), Nepal (sustainable housing), the State of Palestine (housing rehabilitation, urban planning), Myanmar (climate change) and Haiti (reconstruction), in addition to the 34 ACP countries under a slum upgrading programme.

53. In order to strengthen their partnership, UN-Habitat and the European Union Committee of the Regions renewed their Memorandum of Understanding in October 2013, with the aim of promoting, at the level of subnational governments and local authorities, the concept of socially and environmentally sustainable towns, cities and regions. There has continued to be a high level of cooperation between UN-Habitat and the European Parliament since the Brussels Urban Declaration of 2011. Following the meeting of the Conference of Presidents on 11 December 2014, the URBAN Intergroup was officially re-established in the European Parliament for the period 2014–2019.

54. UN-Habitat has supported the drafting of the European Commission urban development cooperation strategy and conducted policy dialogues with different services of the Commission on urban development and climate change, land tenure and the post-2015 development agenda. In 2013, UN-Habitat was for the first time included as a permanent observer at the meetings of the European Union Urban Development Group, the subsequent meetings of directors-general and the ministerial meetings. This will be instrumental in preparing the European contribution to Habitat III.

55. UN-Habitat and the Commonwealth Secretariat jointly mobilized youth representatives to contribute to the development of youth indicators for the post-2015 development agenda recommended for inclusion in the sustainable development goals.

56. UN-Habitat has been working in collaboration with the Ministers of Housing and Urban Development of Latin America and the Caribbean (known by its Spanish acronym, MINURVI) and ECLAC to produce a report on measuring the housing deficit in the region. The final report was presented at the twenty-third meeting of the MINURVI General Assembly, held in August 2014 in Mexico City. UN-Habitat continued to support the General and Technical Secretariat of MINURVI in developing its technical agenda.

VI. Cooperation with development partners and financial institutions

57. The Japan International Cooperation Agency has supported UN-Habitat in large-scale activities in conflict and emergency areas, particularly Afghanistan, Myanmar and South Sudan. The Government of the Netherlands has committed funding for UN-Habitat technical support for durable solutions for the resettlement and integration of refugees and internally displaced persons in post-crisis contexts, particularly in the Syrian Arab Republic. A new partnership has developed between UN-Habitat and the German Federal Ministry for Economic Cooperation and Development (BMZ) around sustainable urban interventions in complex conflict settings in three Syrian cities.

58. The Swedish International Development Cooperation Agency (Sida) has supported UN-Habitat in both internal agency initiatives as well as operations in several countries, including Cuba, Jordan, Kenya, Lebanon, Liberia and the Syrian Arab Republic. At the agency level, support has gone towards improving audit systems and developing UN-Habitat anti-corruption framework. At the country level, Sida has provided strong support for the creation of urban profiles in the Syrian Arab Republic to maintain a current assessment of urban needs by mapping and profiling the impact of the Syrian crisis and looking at the situation of internally displaced persons. In Liberia, Sida has also supported a land commission development project focusing on regularization and tenure issues.

59. UN-Habitat signed a cooperation agreement with the African Development Bank in September 2014 to implement joint activities in the field of housing.

60. The Development Bank of Latin America is part of a coalition supporting the UN-Habitat City Prosperity Initiative in 17 Colombian cities and is the main supporter of the Initiative in five cities in Brazil, Ecuador, Panama and Peru. The National Workers Housing Fund Institute of Mexico has provided critical support, along with the Government of Mexico, for the City Prosperity Initiative in 130 cities.

61. UN-Habitat is involved in a project funded by the Australian Department of Foreign Affairs and Trade for improving land policies and land management in member States of the Organization of Eastern Caribbean States. The Canada International Development Agency supports a project in South Sudan with the objectives of strengthening land coordination mechanisms at the national and state government levels; improving public awareness of land-related laws; increasing the capacity of the South Sudan Land Commission, with emphasis on increasing capacity for land dispute management in selected states; and land administration.

62. UN-Habitat also worked with the Inter-American Development Bank through the Cities Climate Finance Leadership Alliance. The Bank was represented at the seventh session of the World Urban Forum and at a meeting of the Advisory Committee of the UN-Habitat Cities and Climate Change Initiative.

VII. Cooperation with local authorities

63. In addition to active engagement in initiatives with local authority associations, UN-Habitat continued to work directly with local governments. As part of the development of a post-natural disaster emergency urban programme for the Philippines, the agency developed formal partnerships with local government officials for the coordination of humanitarian response and recovery, with support from Saudi Arabia. In Brazil, UN-Habitat worked with the Sao Paulo Agency for Metropolitan

Planning on informal settlement regularization, slum upgrading and municipal management. In Colombia, a proposal to develop a strategic vision for the city with the Chamber of Commerce of Bogota is under development. UN-Habitat has worked with cities in El Salvador to support municipal urban planning through decentralized cooperation and extended policy advice on the provision of public services and use of public spaces.

64. UN-Habitat has been working closely with the Global Taskforce of Regional and Local Governments for the Post-2015 Development Agenda towards Habitat III. In March 2013, at a meeting in Istanbul, Turkey, members of the Global Taskforce approved the first set of priorities of local and regional governments. So far, 171 cities have voiced their support for the urban sustainable development goal adopted by the Open Working Group. The Chair of the United Nations Advisory Committee of Local Authorities authorized a postponement of the scheduled thematic work programme of the Committee to support the post-2015 and Habitat III processes. At the seventh session of the World Urban Forum, it was decided that a resolution would be presented at the twenty-fifth session of the Governing Council of UN-Habitat to refine the focus of the Committee so that it can better contribute to those processes. At the project level, the Committee has developed a programme in collaboration with the Swedish International Centre for Local Democracy to develop a training curriculum for local government officials.

65. UN-Habitat continued its long-standing relationship with ICLEI – Local Governments for Sustainability, with which the agency jointly implemented a project on promoting low emission urban development strategies in emerging economies. ICLEI also joined the Climate Summit initiatives the Compact of Mayors and the Cities Climate Change Finance Leadership Alliance.

66. Cities Alliance and UN-Habitat worked on the preparation of several urban development tools for slum upgrading and housing. At the country level, Cities Alliance co-funded an initiative aimed at providing security of tenure to slum dwellers in Uganda through the use of the Social Tenure Domain Model. This work is set to be replicated in other countries.

67. In the Arab region, UN-Habitat worked closely with the Arab Towns Organization in the areas of monitoring post-2015 sustainable development agenda targets, the elaboration of an Arab strategy for housing and sustainable urban development and regional preparations for Habitat III.

68. UN-Habitat continued its collaboration with United Cities and Local Governments. In November 2014, a memorandum of understanding between the agency and the United Cities and Local Governments Middle East and West Asia Section was signed, framing their cooperation and joint activities. The Section is a key UN-Habitat partner for the regional Habitat III preparations. UN-Habitat is also in partnership with the Africa Chapter of United Cities and Local Governments to promote the preparation of national Habitat III reports. All national associations of local governments were notified, mobilized and sent the relevant documentation and information to support their participation in and contributions to their countries' reports.

69. UN-Habitat signed a memorandum of understanding with the Federation for Latin American Cities in order to provide technical cooperation on the pillars of the New Urban Agenda, to be decided at Habitat III, and on the development of their positions on sustainable urban development in the region. Similarly, it continued its work with the regional association Mercociudades and the Colombian Federation of Municipalities.

VIII. Cooperation with private sector organizations

70. UN-Habitat continued to engage private sector organizations on strategies for strengthening corporate commitment and contributions to urban development activities. A new normative framework established by UN-Habitat has provided opportunities to expand partnerships in technical activities such as urban planning and design (Siemens), urban basic services (Arcadis), youth and urban economy (Great North Korea Ltd.), housing and slum upgrading (Lafarge) and urban policy and legislation (Booyoung Co. Ltd.). This has also allowed UN-Habitat to strengthen collaboration on corporate social responsibility-related projects in the areas of slum upgrading, urban safety, post-disaster intervention and youth and women's issues in human settlements (BASF Foundation).

71. Several private sector partners supported UN-Habitat urban development work from an information and communications technology perspective. A partnership agreement signed in March 2014 with Ericsson aims to implement a joint programme that will explore the role of information and communications technology in sustainable urbanization. The agency's partnership with the gaming company Mojang focuses on development of a tool to enable communities to participate in designing public spaces. A memorandum of understanding signed with Microsoft in 2014 focuses on joint data visualization projects.

IX. Cooperation with civil society organizations

72. UN-Habitat continues to emphasize partnerships with civil society, including youth and women's organizations, both at a policy level and in project implementation. The civil society organizations round table at the seventh session of the World Urban Forum was attended by nearly 1,000 partners. It was one of the most successful events at the Forum, providing valuable interaction between UN-Habitat and its constituencies. UN-Habitat strives to pursue its mission and empower the urban poor by leveraging and developing the expertise of local organizations. At the project level, a total of 958 legal agreements were signed with civil society organizations as implementing partners, most of them operating at the regional and country levels. In the Latin American region, for instance, local/regional civil society organizations are supporting UN-Habitat in the implementation of youth entrepreneurship and public space initiatives in Brazil, professional services for small and medium enterprises in Colombia and housing construction in El Salvador. The International Federation of Red Cross and Red Crescent Societies and UN-Habitat are implementing a joint initiative to establish the first regional shelter cluster support hub in Panama to provide shelter and related technical advice to country clusters in urban humanitarian crises in Latin American and the Caribbean.

73. In 2014 the Youth Advisory Board acted in a normative capacity by consulting and providing guidance to the activities of the agency, including the World Urban Campaign, the Urban Thinkers Campus and the Youth Assembly at the seventh session of the World Urban Forum. The Board has also provided substantive advice to the Urban Youth Fund in its grant selection process. At the project level, the UN-Habitat Urban Youth Fund supported 27 youth-led organizations in the Arab States, Latin America and the Caribbean, Africa and the Asia-Pacific region during the reporting period. All have been allocated grants to implement projects focused on issues concerning gender equality, urban space, legislation and governance as well as risk reduction and rehabilitation.

74. Numerous civil society organizations supported UN-Habitat in implementing global initiatives, including for the Global Land Tool Network, which involves multiple actors. The Youth-led Action Research on Land project was initiated by UN-Habitat in partnership with the Network in 2013 to strengthen the knowledge base on youth and land.

X. Cooperation with professionals

75. UN-Habitat continues to work with the Habitat Professionals Forum, a platform of international professional associations of urban practitioners established after the United Nations Conference on Human Settlements (Habitat II). UN-Habitat is also collaborating globally with planners' associations. The Global Planners Network, the Commonwealth Association of Planners, the International Society of City and Regional Planners (ISOCARP) and the Association of African Planning Schools actively promoted UN-Habitat urban planning principles. ISOCARP and the Commonwealth Association of Planners are playing an important role in the development of international guidelines on urban and territorial planning. At the regional level, collaboration has been established with the Caribbean Planners Association to strengthen exchanges and offer training opportunities as well as to support the establishment of national associations across the region. Collaboration at the country level was continued with several associations, including with the national and local planning associations of Italy, the Netherlands, Kenya, South Africa and China. This included engagement in forums organized by planners on urban development, planning and public space.

XI. Cooperation with academic, research and training institutions

76. UN-Habitat continued to partner with academic, research and training institutions globally in the implementation of its work programme. Through the Habitat Partner University Initiative, the agency organized with Habitat Agenda partners at the seventh session of the World Urban Forum training events on sustainable urban development, the City Prosperity Index, urban income inequalities, citywide slum upgrading and housing the poor in Africa. In the area of urban planning, collaborations that expanded during the reporting period included a partnership with a consortium of 10 German universities and another with 10 Kenyan universities. Numerous institutions also work with UN-Habitat through the Global Land Tool Network across regions.

77. In the area of urban legislation and governance, the agency is partnering with the University of London Institute for Advanced Legal Studies on training and capacity development projects to build the profile of urban development as an essential ingredient of sustainable development. UN-Habitat is also currently developing an urban law and equity programme that will feed into undergraduate and Master's programmes at the Institute. The programme will also be available to other stakeholders.

such as local governments, to build capacity around the impact and importance of urban law in sustainable urban development. Furthermore, the agency has been working on its urban law database, Urban Lex, through partnerships with law departments and institutions globally.

XII. Cooperation with parliamentarians

78. Following the adoption by its Board of the Global Parliamentarians on Habitat Charter in April 2013, UN-Habitat has renewed its efforts to engage with parliamentarians. This led to the parliamentarians' commitment to the implementation of the Habitat Agenda and their expression of support for future major events such as Habitat III. In the Latin American region, Global Parliamentarians on Habitat Mexico and UN-Habitat have partnered over the past two years promoting integral urban strategies for the consolidation of cities and encouraging the development of the "Sustainable cities" theme among parliamentarians.

XIII. Cooperation within coalitions of multiple partner types

79. In the last two years, having recognized the strategic importance of Habitat III to raising the visibility of the urban agenda, the World Urban Campaign has asserted itself as a platform for increasing awareness on sustainable urbanization challenges and building consensus towards a New Urban Agenda. The World Urban Campaign is composed of 88 organizations and networks representing all Habitat Agenda partner groups. Forty-two of these organizations joined in 2013–2014, including 10 that signed Memorandums of Understanding with UN-Habitat (9 lead partners and 1 sponsor). At the tenth and eleventh meetings of the Steering Committee of the Campaign, held in Medellin, Colombia, and Caserta, Italy, respectively, partners proposed a road map to Habitat III.

80. The Global Network on Safer Cities is a platform of local authorities and other urban partners to engage in dialogue and debate on crime prevention in cities. The Network's first Steering Committee meeting, held in New York in March 2013, led to the integration of the safer cities agenda within associations of local authorities, including Citynet, United Cities and Local Governments and Metropolis.

81. UN-Habitat is working with Habitat Agenda partners in coordinating implementation of the Global Housing Strategy to the Year 2025. A global review, including regional assessments and a road map for the Strategy framework document, has been completed. UN-Habitat signed a Memorandum of Understanding with Habitat for Humanity International and has engaged with United Nations regional commissions (Economic Commission for Europe, ESCAP and ECLAC) to contribute to the formulation of regional housing strategies. UN-Habitat, through its Housing Profiles programme, is working with partners on conducting thorough analyses of national and regional housing sectors to develop housing profiles that support the formulation of national policy. The agency is also coordinating the implementation of joint activities on green and sustainable housing within the framework of the Global Network for Sustainable Housing.

82. Through the Global Partnership on Local and Subnational Action for Biodiversity, UN-Habitat took part in the June 2013 meeting of the Advisory Committee of Subnational Governments on Biodiversity. The Committee voted to adopt land-use planning as one of three triennial programme priorities. As a wider outcome, at the twelfth meeting of the Conference of the Parties to the Convention on Biological Diversity, held in Pyongyang in October 2014, the Advisory Committee successfully advocated for the adoption of a decision to prioritize urban and peri-urban spatial planning. UN-Habitat also took part in the Biodiversity Summit for Cities and Subnational Governments, held in parallel to the twelfth meeting, which adopted the Gangwon Declaration in support of sustainable cities and biodiversity in the post-2015 development agenda.

83. Launched in April 2014, the Medellin Collaboration on Urban Resilience includes UN-Habitat, the UNISDR secretariat, the World Bank Group, the Global Facility for Disaster Reduction and Recovery, the Inter-American Development Bank, the Rockefeller Foundation, 100 Resilient Cities and the C40 Cities Climate Leadership Group. The goal of the collaboration is to leverage relevant expertise of partner organizations in a variety of key areas.

84. The inaugural conference on the Strengthening Partnerships for a New African Urban Agenda project was held in Nairobi in December 2013 and brought together representatives of 37 sub-Saharan African countries. During the three-day conference, Habitat Agenda partners and State actors discussed ways of achieving a platform for working together in pursuit of sustainable urbanization for Africa. Ministers from Ghana, Nigeria and Uganda were in attendance.

XIV. Conclusions

85. United Nations agencies, intergovernmental organizations outside the United Nations system and all Habitat Agenda partners share concern for the challenges that urbanization poses and share the idea that urbanization creates opportunities. The successful creation of coalitions, the alignment of efforts and the leveraging of the strengths of the partners must underpin the path towards Habitat III and the development of the post-2015 development agenda and the New Urban Agenda. UN-Habitat work with partners in 2013–2014 led to greater awareness of the centrality of sustainable urban development concerns within and outside the United Nations system and of the need to mobilize new partners to broaden the coalition necessary to push the New Urban Agenda forward. The successes described above demonstrate that UN-Habitat is fit to fulfil its mandate to lead the United Nations system in achieving sustainable urban development goals after 2015.

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Activities of the United Nations Human Settlements Programme

Draft international guidelines on urban and territorial planning

Report of the Executive Director

I. Introduction

1. The introduction to the present report sets out the objectives, definition and scope, background and rationale of the draft international guidelines on urban and territorial planning. It also summarizes the preparatory process for the guidelines that led to their drafting, finalization and readiness for adoption by the Governing Council of the United Nations Human Settlements Programme (UN-Habitat).

A. Objectives

2. Since 1950, the world has been changing rapidly. The urban population grew from 746 million in 1950 (29.6 per cent of the world population) to 2.85 billion in 2000 (46.6 per cent), and it will reach 3.96 billion in 2015 (54 per cent). It is expected to total 5.06 billion by 2030 (60 per cent of the world population). In response to that transformation, the guidelines are intended to be a framework for improving global policies, plans, designs and implementation processes that will lead to more compact, socially inclusive, better integrated and connected cities and territories that foster sustainable urban development and are resilient to climate change.

3. The intentions of the draft guidelines are captured in the following goals:

(a) To develop a universally applicable reference framework to guide urban policy reforms;

(b) To capture universal principles from national and local experience that could support the development of diverse planning approaches adapted to different contexts and scales;

(c) To complement and link to other international guidelines aimed at fostering sustainable urban development;

(d) To raise the urban and territorial dimensions of the development agendas of national, regional and local governments.

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B. Definition and scope

4. Urban and territorial planning can be defined as a decision-making process aimed at realizing economic, social, cultural and environmental goals through the development of spatial visions, strategies and plans and the application of a set of policy principles, tools, institutional and participatory mechanisms and regulatory procedures.

5. Urban and territorial planning has an inherent and fundamental economic function. It is a powerful instrument for reshaping the forms and functions of cities and regions in order to generate endogenous economic growth, prosperity and employment, while addressing the needs of the most vulnerable, marginalized or underserved groups.

6. The draft guidelines will promote key urban and territorial planning principles and recommendations that can assist all countries and cities to effectively guide urban demographic changes (growth, stagnation or decline) and improve the quality of life in existing and new urban settlements. Taking into account the principle of subsidiarity and the specific governance arrangements of each country, the draft guidelines should be used through the multiscale continuum of spatial planning:

(a) At supranational and transboundary level, multinational regional strategies could help direct investment to address global issues such as climate change and energy efficiency, enable the integrated expansion of urban areas in cross-border regions, mitigate natural risks and improve the sustainable management of shared natural resources;

(b) At national level, national plans could take advantage of existing and planned economic poles and large infrastructure in order to support, structure and balance the system of towns and cities, including in urban corridors and river basins, to fully unleash their economic potential;

(c) At city-region and metropolitan level, subnational regional plans could foster economic development by promoting regional economies of scale and agglomeration, increasing productivity and prosperity, strengthening urban-rural linkages and adaptation to climate change impacts, reducing disaster risks and intensity in the use of energy, addressing social and spatial disparities and promoting territorial cohesion and complementarities in both growing and declining areas;

(d) At city and municipal level, city development strategies and integrated development plans could prioritize investment decisions and encourage synergies and interactions between separate urban areas. Land-use plans could contribute to the protection of environmentally sensitive areas and to the regulation of land markets. Urban extension and infill plans could minimize transport and service delivery costs, optimize the use of land and support the protection and organization of urban open spaces. Urban upgrading and retrofitting plans could increase residential and economic densities and promote more socially integrated communities;

(e) At neighbourhood level, street development and public space plans and layouts could improve urban quality, social cohesion and inclusion, and the protection of local resources. Participatory planning and budgeting, involving communities in managing urban commons, such as public spaces and services, could contribute to improved spatial integration and connectivity, human security and resilience, local democracy and social accountability.

7. Different types of urban and territorial planning methods and practices exist and have been tested in many countries: city-wide strategic planning, master planning, community planning, land-use planning, etc. They all aim to influence urban forms and functions and do so in different ways; even plans that are not implemented have an impact on the real world, for instance by becoming obstacles to sustainable change. The spectrum of planning methods is broad and reflects an evolving continuum within which top-down and bottom-up approaches are combined to various degrees in each particular context.

8. Whatever the approach, successful implementation of plans always requires strong political will, appropriate partnerships involving all relevant stakeholders and three key enabling components:

(a) **Enforceable and transparent legal framework.** The emphasis should be on the establishment of a system of rules and regulations that provide a solid and predictable long-term legal framework for urban development. Special attention should be paid to accountability, implementability and the capacity to enforce the legal framework where applicable;

(b) **Sound and flexible urban planning and design.** Specific attention should be paid to the design of the common space, since it is one of the main contributors to urban value generation, with provision of appropriate street patterns and connectivity and the allocation of open spaces. Equally important is clarity in the layout of the buildable blocks and plots, including appropriate

compactness and mixed economic use of the built area, in order to reduce mobility needs and service delivery costs per capita. Finally, the design should facilitate the strengthening of the social mix and interaction and the cultural aspects of the city;

(c) **A financial plan for affordability and cost-effectiveness.** The successful implementation of an urban plan depends on its sound financial basis, including the ability of initial public investments to generate economic and financial benefits and to cover the running costs. Financial plans should contain a realistic income plan, including the sharing of urban value between all stakeholders, and an expenditure provision to address the requirements of the urban plan.

9. The three components cited above should be balanced to ensure positive and achievable urban outcomes. That should lead to increased cross-sectoral synergies, delivery-focused partnerships and streamlined and effective procedures.

C. Background and rationale

10. The draft guidelines on urban and territorial planning will support the operationalization of two sets of guidelines previously adopted by the Governing Council of UN-Habitat. The international guidelines on decentralization and the strengthening of local authorities (2007) are a catalyst for policy and institutional development and reforms at national level to empower local authorities and improve urban governance.[1] They are policy-oriented and have been used as a reference in a number of countries. The international guidelines on access to basic services for all (2009) provide an enabling framework for improved partnerships in the delivery of basic services at city level.[2] They are process-oriented and have been adapted to the national conditions of various countries. The draft guidelines on urban and territorial planning are an opportunity to operationalize the other two sets of guidelines through a strong intersectoral and multilevel approach. Sound urban and territorial planning is indeed a way to strengthen local authorities and to facilitate the provision of basic services. The draft guidelines have also been designed as a universal framework, a reference document integrating the three dimensions of urban policy principles (why plan?), management processes (how to plan) and technical products (what urban and territorial plans?). They will also promote cooperation and the exchange of experience between Governments, local authorities and other partners, taking into account respective national realities.

11. In its resolution 24/3 of 19 April 2013, the Governing Council asked UN-Habitat to develop, in consultation with the Committee of Permanent Representatives, international guidelines on urban and territorial planning and to present draft guidelines to the Governing Council for approval at its twenty-fifth session. The present report is the response to that request. It will help Member States to promote an integrated approach to planning and building sustainable cities and urban settlements, including by supporting local authorities, increasing public awareness and enhancing participation of urban residents, including the poor, in decision-making.[3]

12. Once adopted by member States, the draft guidelines will be an instrument to promote sound urban and territorial planning around the world, based on universally agreed principles and national, regional and local experience, as well as a broad framework to guide urban policy reforms, taking into account the specific approaches, visions, models and tools existing in each country. National Governments, local authorities and their partners will adapt the guidelines to their national and local contexts and will develop and implement national guidelines reflecting their own institutional set-ups and capacities, and addressing their specific urban and territorial challenges. In addition, the guidelines will be an efficient quality control and monitoring tool for national and local governments in order to pursue sustainable planning and appropriate implementation, with reference to the core principles set out in the guidelines.

D. Preparatory process

13. As a follow-up to resolution 24/3, UN-Habitat established a group of experts to advise the secretariat on the structure, content and wording of the draft guidelines. The group was geographically balanced to reflect experience and practice in every region of the world. Participants were nominated by their respective Governments and key partners; in particular they represented local authorities (United Cities and Local Governments) and associations of professional planners (International Society of City and Regional Planners). International organizations (the World Bank, the

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[1] Approved by the Governing Council in resolution 21/3 of 20 April 2007.

[2] Approved by the Governing Council in resolution 22/8 of 3 April 2009.

[3] "The future we want", General Assembly resolution 66/288, annex, para. 135.

United Nations Centre for Regional Development, the Organization for Economic Cooperation and Development) were also consulted.

14. Three expert group meetings were held. The first was held in Paris on 24 and 25 October 2013. The participants adopted a structure and produced an initial draft of the guidelines. The second meeting was held in Medellin, Colombia, in conjunction with the seventh session of the World Urban Forum, on 10 April 2014. It incorporated more country experience, addressed divergent views that had emerged after the first meeting and introduced documented lessons into the revised draft of the guidelines. A further draft of the guidelines was produced and it was agreed that the guidelines would be complemented by a compendium of good practices. The third and final expert group meeting was held in Fukuoka, Japan, on 11 and 12 November 2014. At that meeting, the guidelines were finalized for submission to the twenty-fifth session of the Governing Council. Special consultations with UN-Habitat regional offices, United Nations agencies and other partner groups were also initiated during the World Urban Forum in April 2014, at the first ever integration segment on sustainable urbanization of the Economic and Social Council, held on 29 May 2014 in New York, and during the fifth Asia Pacific Ministerial Conference on Housing and Urban Development, held from 3 to 5 November 2014 in Seoul.

15. The preparation of the draft guidelines ran concurrently with the elaboration of the post-2015 development agenda, scheduled to be concluded in September 2015, the preparatory process for the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, scheduled to take place in December 2015, and the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) scheduled to take place in October 2016. As appropriate, therefore, the substance of the draft guidelines could inform and contribute to the outcome documents of those processes.

16. In future, UN-Habitat and other international agencies may be asked to provide technical assistance to countries that decide to adapt the guidelines to their national contexts, draft corresponding regulations and by-laws and test such normative tools in concrete planning exercises. A set of tools should be designed to support the application process, which would have to be monitored and documented, and could feed back into the biennial work programme of UN-Habitat. Governments and partners will be invited to provide direct feedback to UN-Habitat on the implementation of the guidelines. In line with the spirit of resolution 24/3, case studies are being undertaken and inspiring practices documented to illustrate the conditions, challenges and benefits of effective urban and territorial planning approaches.

II. International guidelines

17. The present section contains the draft guidelines on on urban and territorial planning, to be considered for approval by the Governing Council of UN-Habitat. The structure is derived from the accepted way of unpacking the sustainable development agenda by United Nations bodies. It is organized into two sections reflecting the interrelated dimensions of that agenda, namely, the governance, social, economic and environmental aspects of urban and territorial planning, followed by two sections on urban and territorial planning components and their implementation. Each section starts with key underlying principles, followed by a series of action-oriented recommendations based on the model of the international guidelines on access to basic services for all.

18. It should be emphasized that the recommendations are of a general nature and intended to be a source of inspiration when reviewing urban and territorial planning frameworks. National Governments, local authorities, civil society organizations and their associations, planning professionals and their associations could consider adapting the draft guidelines to national and local contexts. It is also assumed that international financial institutions and the international community, as part of its official development assistance commitments, should devote more attention to urban issues, including urban and territorial planning, through increased financial and technical support to South-South, North-South and triangular cooperation, the documentation and sharing of experience and practices and the development of capacities at all levels.

A. Urban policy and governance

19. **Principles:**

(a) Urban and territorial planning is more than a technical tool, it is an integrative and participatory decision-making process that addresses competing interests and is linked to a shared vision, an overall development strategy and national, regional and local urban policies;

(b) Urban and territorial planning represents a core component of the renewed urban governance paradigm, which promotes local democracy, participation and inclusion, transparency and accountability, with a view to ensuring sustainable urbanization and spatial quality.

20. **National Governments**, in cooperation with other spheres of government and relevant partners, should:

(a) Formulate a national urban and territorial policy framework that promotes sustainable urbanization patterns, including an adequate standard of living for current and future residents, economic growth and environmental protection, a balanced system of cities and other human settlements and clear land rights and obligations for all citizens, including land tenure security for the poor, as a basis for urban and territorial planning at all levels. In return, urban and territorial planning will be a vehicle for translating that policy into plans and actions and for providing feedback for policy adjustments;

(b) Develop an enabling legal and institutional framework for urban and territorial planning that:

(i) Ensures that economic planning instruments and cycles and national sectoral policies, are taken into account in the preparation of urban and territorial plans and, reciprocally, that the crucial economic role of cities and territories is reflected well in national planning exercises;

(ii) Acknowledges the different regional, urban and local situations and the need for spatially coherent territories and balanced regional development;

(iii) Links and coordinates urban, metropolitan, regional and national plans and ensures coherence between the sectoral and spatial levels of intervention, based on the principle of subsidiarity, with appropriate arrangements for combining bottom-up and top-down approaches;

(iv) Establishes general rules and mechanisms for coordinated inter-municipal urban and territorial planning and management;

(v) Formally confirms partnership and public participation as key policy principles, involves the public (both women and men), civil society organizations and representatives of the private sector in urban planning activities, ensures that planners play an active and supportive role in the implementation of these principles and sets up broad consultative mechanisms and forums to foster policy dialogue on urban development issues;

(vi) Contributes to the regulation of land and property markets and the protection of the built and natural environment;

(vii) Allows the development of new regulatory frameworks to facilitate the iterative and interactive implementation and revision of urban and territorial plans;

(viii) Provides a level playing field for all stakeholders in order to promote investment and transparency, respect for the rule of law and mitigate corruption;

(c) Define, implement and monitor decentralization and subsidiarity policies and strengthen the role, responsibilities, planning capacities and resources of local authorities in line with the international guidelines on decentralization and the strengthening of local authorities;

(d) Promote inter-municipal cooperation frameworks and articulated multilevel governance systems and support the establishment of inter-municipal and metropolitan institutions, with appropriate regulatory frameworks and financial incentives, to ensure urban planning and management at the appropriate scale and the financing of related projects;

(e) Submit to their parliaments bills specifying that plans have to be prepared, approved and updated under the leadership of local authorities and aligned with policies developed by other spheres of government, as appropriate, before becoming legally binding documents;

(f) Strengthen and empower local authorities to ensure that planning rules and regulations are implemented and functionally effective;

(g) Collaborate with associations and networks of professional planners, research institutes and civil society to develop an observatory on urban planning approaches, patterns and practices (or other similar arrangements) that could document, evaluate and synthesize country experience,

undertake and share case studies, make information available to the general public and provide assistance to local authorities on request.

21. **Local authorities**, in cooperation with other spheres of government and relevant partners, should:

(a) Provide political leadership for the development of urban and territorial plans, ensuring articulation and coordination with sectoral plans and other spatial plans and with neighbouring territories, in order to plan and manage cities at the appropriate scale;

(b) Approve, keep under continuous review and update (for example every 5 or 10 years) urban and territorial plans under their jurisdiction;

(c) Integrate service provision processes with planning and engage in inter-municipal and multilevel cooperation for the development and financing of housing, infrastructure and services;

(d) Associate urban planning and city management with a view to linking upstream planning and downstream implementation and ensuring consistency between long-term objectives and programmes and short-term managerial activities and sectoral projects;

(e) Effectively supervise professionals and private companies contracted for urban and territorial planning preparation, in order to ensure the alignment of plans with local political visions, national policies and international principles;

(f) Ensure that urban regulations are implemented and functionally effective and take action to avoid unlawful developments, with special attention to areas at risk and with historical, environmental or agricultural value;

(g) Set up multi-stakeholder monitoring, evaluation and accountability mechanisms to transparently evaluate the implementation of the plans and provide feedback and information on suitable corrective actions, covering both short- and long-term projects and programmes;

(h) Share their urban and territorial planning experience, engage in city-to-city cooperation to promote policy dialogue and capacity development and involve local government associations in policy and planning at national and local levels;

(i) Facilitate the effective and equitable involvement of urban stakeholders, particularly communities, civil society organizations and the private sector, in urban and territorial planning preparation and implementation by setting up appropriate participatory mechanisms, and engage civil society representatives, particularly women and youth, in implementation, monitoring and evaluation to ensure that their needs are taken into consideration and responded to throughout the planning process.

22. **Civil society organizations and their associations** should:

(a) Participate in the preparation, implementation and monitoring of urban and territorial plans, help local authorities identify needs and priorities and, wherever possible, exercise their right to be consulted in accordance with existing legal frameworks and international agreements;

(b) Contribute to the mobilization and representation of populations in public consultations on urban and territorial planning, particularly poor people and vulnerable groups of all ages and gender, with a view to fostering equitable urban development, promoting peaceful social relations and prioritizing the development of infrastructure and services in the least developed urban areas;

(c) Make space for, encourage and enable all sectors of society, particularly poor people and vulnerable groups of all ages and gender, to engage in community forums and community planning initiatives and to partner with local authorities in neighbourhood improvement programmes;

(d) Raise public awareness and mobilize public opinion to prevent illegal and speculative urban developments, particularly those that could endanger the natural environment or displace low-income and vulnerable groups;

(e) Contribute to ensuring continuity in the long-term objectives of urban and territorial plans, even in times of political change or short-term impediments.

23. **Planning professionals and their associations** should:

(a) Facilitate urban and territorial planning processes by contributing their expertise during all preparatory and updating stages and mobilizing the groups of stakeholders concerned for their views;

(b) Play an active role in advocating for more inclusive and equitable development, ensured not only by widespread public participation in planning but also through the content of planning instruments such as plans, designs, regulations, by-laws and rules;

(c) Promote the application of the guidelines and advise decision makers to adopt them and, whenever necessary, adapt them to national, regional and local situations;

(d) Contribute to the advancement of research-based knowledge on urban and territorial planning and organize seminars and consultative forums to raise public awareness of the recommendations in the guidelines;

(e) Collaborate with institutions of learning and training to review and develop university and professional curricula on urban and territorial planning, in order to introduce the content of the guidelines into those curricula, with the necessary adaptation and further elaboration, and contribute to capacity development programmes.

B. Urban and territorial planning for sustainable development

24. Urban and territorial planning can contribute to sustainable development in various ways. It should be closely associated with the three complementary dimensions of sustainable development: social development and inclusion, sustained economic growth and environmental protection and management.

25. Integration of those three dimensions in a synergetic way requires political commitment and the involvement of all stakeholders, who should participate in urban and territorial planning processes. The recommendations on the expected roles of civil society organizations and planning professionals and their respective associations, as outlined in paragraphs 22 and 23 above, also apply to section B and are therefore not repeated below.

1. Urban and territorial planning and social development

26. **Principles:**

(a) Urban and territorial planning primarily aims to realize adequate standards of living and working conditions for all segments of current and future societies, ensure equitable distribution of the costs, opportunities and benefits of urban development and particularly promote social inclusion and cohesion;

(b) Urban and territorial planning constitutes an essential investment in the future. It is a precondition for a better quality of life and successful globalization processes that respect cultural heritages and cultural diversity, and for the recognition of the distinct needs of various groups.

27. **National Governments**, in cooperation with other spheres of government and relevant partners, should:

(a) Monitor the evolution of housing and living conditions in cities and territories and support the planning efforts of local authorities and communities aiming to improve social and territorial cohesion and inclusion;

(b) Contribute to the elaboration and implementation of poverty reduction strategies, support job creation, promote decent work for all and address the specific needs of vulnerable groups, including migrants and displaced people;

(c) Contribute to the establishment of progressive housing finance systems to make land, serviced plots and housing affordable for all;

(d) Provide appropriate fiscal incentives and targeted subsidies and enhance local fiscal capacities to empower local authorities and to ensure that urban and territorial planning contributes to redressing social inequalities and promoting cultural diversity;

(e) Promote the integration of the identification, safeguarding and development of the cultural and natural heritage in urban and territorial planning processes.

28. **Local authorities**, in cooperation with other spheres of government and relevant partners, should:

(a) Design and promote urban and territorial plans encompassing:

(i) A clear, phased and prioritized spatial framework for the provision of basic services for all;

(ii) A strategic guide and physical maps for land, housing development and transport, with special attention paid to the current and anticipated needs of low-income and socially vulnerable groups;

(iii) Instruments to support the realization of human rights in cities and towns;

(iv) Regulations that encourage social mixing and mixed land use, with a view to offering an attractive and affordable spectrum of services, housing and working opportunities for a wide range of the population;

(b) Promote social and spatial integration and inclusion, particularly through improved access to all parts of the city and territory, as every inhabitant (including migrant workers and displaced people) should have the ability to enjoy the city, its socioeconomic opportunities, urban services and public spaces, and to contribute to its social and cultural life;

(c) Provide good quality public spaces, improve and revitalize existing public spaces, such as squares, streets, green areas and sports complexes, and make them safer, in line with the needs and perspectives of women, men, girls and boys, and fully accessible to all. It should be taken into account that those places constitute an indispensable platform for vibrant and inclusive city life and are a basis for infrastructure development;

(d) Ensure that low-income areas, informal settlements and slums are upgraded and integrated into the urban fabric with the minimum disruption of livelihoods, displacements and relocations. Affected groups should be compensated at the appropriate level when disruption is unavoidable;

(e) Ensure every inhabitant has access to safe and affordable drinking water and adequate sanitation services;

(f) Facilitate land tenure security and access to control over land and property, as well as access to finance for low-income households;

(g) Reduce commuting time between living, working and service areas by promoting mixed land use and safe, comfortable, affordable and reliable transport systems, and by considering variations in land and housing prices in different locations and the need to promote affordable housing solutions;

(h) Improve urban safety, particularly for women, youth, the elderly, the disabled and any vulnerable groups, as a factor of security, justice and social cohesion;

(i) Promote and ensure gender equality in the design, production and use of urban spaces and services by identifying the specific needs of women and men, girls and boys;

(j) Ensure that actions affecting land and property markets do not diminish affordability in a way that is detrimental to low-income households and small businesses;

(k) Encourage cultural activities, both indoor (museums, theatres, cinemas, concert halls, etc.) and outdoor (street arts, musical parades, etc.), recognizing that the development of urban cultures and respect for social diversity are part of social development and have important spatial dimensions;

(l) Protect and value the cultural heritage, including traditional settlements and historic districts, religious and historical monuments and sites, archaeological areas and cultural landscapes.

2. Urban and territorial planning and sustained economic growth

29. **Principles:**

(a) Urban and territorial planning is a catalyst for sustained and inclusive economic growth, that provides an enabling framework for new economic opportunities, regulation of land and housing markets and the timely provision of adequate infrastructure and basic services;

(b) Urban and territorial planning constitutes a powerful decision-making mechanism to ensure that sustained economic growth, social development and environmental sustainability go hand in hand to promote better connectivity at all territorial levels.

30. **National Governments**, in cooperation with other spheres of government and relevant partners, should:

(a) Plan and support the development of connected polycentric urban regions, through appropriate clustering of industries, services and educational institutions, as a strategy to increase

specialization, complementarity, synergies and economies of scale and agglomeration among neighbouring cities and with their rural hinterland;

(b) Engage in dynamic partnerships, including with the private sector, to ensure that urban and territorial planning coordinates the spatial location and distribution of economic activities, building on economies of scale and agglomeration, proximity and connectivity, thus contributing to increased productivity, competiveness and prosperity;

(c) Support inter-municipal cooperation to ensure optimum mobilization and sustainable use of resources and prevent unhealthy competition among local authorities;

(d) Formulate a local economic development policy framework which would mainstream the key concepts of local economic development on fostering individual and private initiatives to expand or regenerate the local economy and increase employment opportunities in urban and territorial planning processes;

(e) Formulate an information and communications technology policy framework that takes into account geographical constraints and opportunities and aims to improve connectivity between territorial entities and economic actors.

31. **Local authorities**, in cooperation with other spheres of government and relevant partners, should:

(a) Recognize that a major role of urban and territorial planning is to constitute the mandatory basis for efficient trunk infrastructure development, improved mobility and the promotion of structuring urban nodes;

(b) Ensure that urban and territorial planning creates favourable conditions to develop safe and reliable mass transit and freight transport systems, while minimizing the use of individual vehicles in order to facilitate urban mobility in an energy-efficient and affordable way;

(c) Ensure that urban and territorial planning contributes to increased, balanced and affordable access to digital infrastructure and services for economic actors and inhabitants, and to the development of knowledge-based cities and territories;

(d) Include in urban and territorial planning a clear and detailed component on investment planning, including expected contributions by the public and private sectors to cover capital, operation and maintenance costs with the view to mobilizing appropriate resources (local taxes, endogenous income, reliable transfer mechanisms, etc.);

(e) Take advantage of urban and territorial planning and associated progressive zoning regulations, such as form-based code or performance-based zoning, to manage land markets, enable a market for development rights and mobilize urban finance, including through land-based financing, and recover part of the public investment in urban infrastructure and services;

(f) Make use of urban and territorial planning to guide and support local economic development, in particular employment generation, in local community organizations, cooperatives, small businesses and microenterprises and the spatial agglomeration of appropriate industries and services;

(g) Use urban and territorial planning to secure adequate space for streets, in order to develop a safe, comfortable and efficient street network, allowing a high degree of connectivity and encouraging non-motorized transport, in order to enhance economic productivity and facilitate local economic development;

(h) Use urban and territorial planning to design neighbourhoods of adequate density through infill or planned extension strategies to trigger economies of scale, reduce travel needs and the costs of service provision, and enable a cost-effective public transport system.

3. Urban and territorial planning and the environment

32. **Principles:**

(a) Urban and territorial planning provides a spatial framework to protect and manage the natural and built environment of cities and territories, including their biodiversity, land and natural resources, and to ensure integrated and sustainable development;

(b) Urban and territorial planning contributes to increased human security by strengthening environmental and socioeconomic resilience, enhancing mitigation of, and adaptation to, climate change and improving the management of natural and environmental hazards and risks.

33. **National Governments**, in cooperation with other spheres of government and relevant partners, should:

(a) Set standards and regulations for the protection of water, air and other natural resources, agricultural land, green open spaces, ecosystems and biodiversity hotspots and their sustainable management;

(b) Promote urban and territorial planning, improve urban-rural complementarities and food security, strengthen inter-city relations and synergies and link urban planning to regional development to ensure territorial cohesion at city-region level, including in cross-border regions;

(c) Promote environmental impact assessments through the elaboration and dissemination of appropriate tools and methods and the adoption of incentives and regulatory measures;

(d) Promote compact cities, regulate and control urban sprawl, develop progressive densification strategies combined with land market regulations, optimize the use of urban space, reduce the cost of infrastructure and the demand for transport, and limit the footprint of urban areas, in order to effectively address the challenges of climate change;

(e) Ensure that urban and territorial plans address the need to develop sustainable energy services, with a view to improving access to clean energy, reducing the consumption of fossil fuel and promoting appropriate energy mixes, as well as energy efficiency in buildings, industries and multimodal transport services.

34. **Local authorities**, in cooperation with other spheres of government and relevant partners, should:

(a) Formulate urban and territorial plans as a mitigation and adaptation framework in response to climate change and for increasing the resilience of human settlements, especially those located in vulnerable and informal areas;

(b) Set up and adopt efficient low-carbon urban forms and development patterns as a contribution to improving energy efficiency and increasing the access and use of renewable energy sources;

(c) Locate essential urban services, infrastructure and residential developments in low-risk areas and resettle, in a participatory and voluntary way people living in high-risk areas to more appropriate locations;

(d) Assess the implications and potential impacts of climate change and prepare for the continuity of key urban functions during disasters or crises;

(e) Use urban and territorial planning as an action plan to improve access to water and sanitation services and reduce air pollution and the amount of water wasted;

(f) Apply urban and territorial planning to identify, revitalize, protect and produce high-quality public and green spaces with special ecological or heritage value, integrating the contributions of the private sector and civil society organizations into such undertakings, and to avoid the creation of heat islands, protect the local biodiversity and support the creation of multifunctional public green spaces, such as wetlands for rainwater retention and absorption;

(g) Identify and recognize the value of declining built environments with a view to revitalizing them, taking advantage of their assets and strengthening their social identity;

(h) Integrate solid and liquid waste management and recycling into spatial planning, including the location of landfills and recycling sites;

(i) Collaborate with service providers, land developers and landowners to closely link spatial and sectoral planning and to promote intersectoral coordination and synergies between services such as water, sewerage and sanitation, energy and electricity, telecommunications and transport;

(j) Promote the construction, retrofitting and management of "green buildings" through incentives and disincentives, and monitor their economic impacts;

(k) Design streets that encourage walking, the use of non-motorized transport and public transport, and plant trees for shade and carbon dioxide absorption.

C. Urban and territorial planning components

35. **Principles:**

(a) Urban and territorial planning combines several spatial, institutional and financial dimensions over a variety of time frames and geographical scales. It is a continuous and iterative process, grounded in enforceable regulations, that aims to promote more compact cities and synergies between territories;

(b) Urban and territorial planning includes spatial planning, which aims to facilitate and articulate political decisions based on different scenarios. It translates those decisions into actions that will transform the physical and social space and will support the development of integrated cities and territories.

36. **National Governments**, in cooperation with other spheres of government and relevant partners, should:

(a) Promote the use of spatial planning as a facilitating and flexible mechanism rather than as a rigid blueprint. Spatial plans should be elaborated in a participatory way and their various versions made accessible and user-friendly, so that they are easily understood by the population at large;

(b) Raise public awareness of and strengthen capacities on the concept of urban and territorial planning, emphasizing that it must be understood both as a product (the plans and associated rules and regulations) and a process (the mechanisms to elaborate, update and implement the plans) at different geographical scales;

(c) Establish and maintain information databases, registers and mapping systems on population, land, environmental resources, infrastructure, services and related needs, as a basis for the preparation and revision of spatial plans and regulations. Those systems should combine the use of local knowledge and modern information and communications technologies and allow for regional and city-specific disaggregation;

(d) Put in place general phasing, updating, monitoring and evaluation systems applicable to urban and territorial plans, possibly through legislative action. Performance indicators and stakeholder participation should be an essential part of those systems;

(e) Support the development of planning agencies that are properly structured, adequately resourced and that undergo continuous skills development;

(f) Establish effective financial and fiscal frameworks in support of urban and territorial planning implementation at the local level.

37. **Local authorities**, in cooperation with other spheres of government and relevant partners, should:

(a) Develop a shared strategic spatial vision (supported by adequate maps) and a set of consensual objectives, reflecting a clear political will;

(b) Elaborate and articulate urban and territorial plans that include multiple spatial components such as:

(i) A set of development scenarios, based on a thorough analysis of demographic, social, economic and environmental trends, that take into account the critical linkages between land use and transport;

(ii) A clear prioritization and phasing of desired and achievable spatial outcomes along adequate time lines and based on appropriate feasibility studies;

(iii) Spatial plans that reflect the scale of projected urban growth and address it through planned city extensions, urban infill and redevelopment for adequate density, and through the structuring of well-connected systems of liveable streets and high-quality public spaces;

(iv) Spatial plans that have environmental conditions as their base, that prioritize the protection of ecologically valuable areas and disaster-prone areas and that focus particularly on mixed land use, urban morphology and structure, mobility and infrastructure development, leaving room for flexibility to address unforeseen evolutions;

(c) Set up institutional arrangements, participation and partnership frameworks and stakeholder agreements;

(d) Create a knowledge base to inform the urban and territorial planning process and to allow the rigorous monitoring and evaluation of proposals, plans and outcomes;

(e) Design a human resource development strategy to strengthen local capacities, to be supported by other spheres of government, as appropriate;

(f) Ensure in particular that:

(i) Land-use and infrastructure planning and implementation are geographically associated and coordinated, as infrastructure requires land for its development and has a direct impact on land values;

(ii) Infrastructure planning deals, inter alia, with trunk networks and arterial grids, road and street connectivity, traffic regulations and mobility incentives, digital communications, relations with basic services and risk mitigation;

(iii) The institutional and financial components of urban and territorial planning are closely interrelated and appropriate implementation mechanisms, such as participatory budgeting, public-private partnerships and multilevel financing schemes, are established for that purpose;

(iv) Existing urban forms and morphology are fully taken into account in urban extension, upgrading, renewal and revitalization programmes.

38. **Civil society organizations and their associations** should:

(a) Participate in the development of the overall spatial vision and the prioritization of projects that should result from a participatory process involving consultations between all relevant stakeholders and driven by those public authorities which are closest to the public;

(b) Advocate for land-use planning and regulations that promote, inter alia, social and spatial inclusiveness, security of tenure for poor people, affordability, appropriate densification, mixed use of land and related zoning rules, sufficient and accessible public spaces, protection of critical agricultural land and cultural heritage and progressive measures related to land tenure, land registration systems, land transactions and land-based financing.

39. **Planning professionals and their associations** should:

(a) Develop new tools and transfer knowledge across borders and sectors that promote integrative, participatory and strategic planning;

(b) Translate forecasts and projections into planning alternatives and scenarios to enable political decisions;

(c) Identify and ensure synergies among stages, sectors and scales of planning;

(d) Advocate for innovative solutions to promote compact cities and integrated territories and solutions to the challenges of urban poverty and slums, climate change and disaster resilience, waste management and other existing or emerging urban issues;

(e) Support the empowerment of vulnerable and disadvantaged groups and indigenous peoples. Build and advocate for evidence-based approaches to planning.

D. Implementation and monitoring of urban and territorial planning

40. **Principles:**

(a) Adequate implementation of urban and territorial plans in all their dimensions requires political leadership, appropriate legal and institutional frameworks, efficient urban management, improved coordination, consensus-building approaches and reduced duplication of efforts to respond coherently and effectively to current and future challenges;

(b) Effective implementation and evaluation of urban and territorial planning requires, in particular, continuous monitoring, periodic adjustments and sufficient capacities at all levels, as well as sustainable financial mechanisms and technologies.

41. **National Governments**, in cooperation with other spheres of government and relevant partners, should:

(a) Keep legislation and regulations, as essential implementation tools, under periodic and critical review to ensure that they are practical and easily enforceable;

(b) Ensure all inhabitants, land and real estate developers and service providers respect the rule of law;

(c) Promote mechanisms for accountability and conflict resolution among implementing partners;

(d) Assess the implementation of urban and territorial plans and provide financial and fiscal incentives and technical support to local authorities, particularly to address infrastructure deficits;

(e) Encourage institutions of learning and training in urban and territorial planning to be involved in the implementation of plans, to enhance the level of higher education in all planning-related disciplines and to provide on-the-job training for urban planning professionals and urban managers;

(f) Promote monitoring and reporting on urban and territorial planning implementation stages, adjustments and challenges, as well as open and free access to urban and territorial data and statistics, as integral to a democratic policy that should involve urban planning professionals, civil society organizations and the media;

(g) Encourage cross-fertilization of city experience, including through city-to-city cooperation, as an important way of improving planning, implementation and urban management practices;

(h) Develop and set up robust monitoring, evaluation and accountability systems on urban and territorial planning, combining quantitative and qualitative information and analyses, based on indicators designed to track progress in both processes and products and open to public scrutiny. International exchanges of lessons learnt should build on those national and local systems;

(i) Promote environmentally sound technologies, geospatial technologies for data collection, information and communications technologies, street addressing, land registration and property recording systems, as well as networking and knowledge sharing to support technically and socially the implementation of urban and territorial plans.

42. **Local authorities**, in cooperation with other spheres of government and relevant partners, should:

(a) Adopt an efficient and transparent institutional set-up to clarify leadership and partnership functions for the implementation of each particular activity defined in the urban and territorial plan and coordinate responsibilities (both sectoral and geographical), including at the inter-municipal level;

(b) Select realistic financial scenarios that encourage incremental and phased planning and specify all expected sources of investment (budgetary or extrabudgetary, public or private, others) as well as resource generation and cost-recovery mechanisms (grants, loans, subsidies, donations, user charges, land-based rates, taxes) to ensure both financial sustainability and social affordability;

(c) Ensure that the allocation of public resources from all levels of government is commensurate with the needs identified in the plans and is programmed to leverage other resources;

(d) Ensure that innovative sources of finance are explored and tested, evaluated and disseminated, as appropriate;

(e) Mobilize in good time private investment and public-private partnerships that are transparent, within an appropriate legal framework as specified in the international guidelines on access to basic services for all;

(f) Establish and support multi-partner committees, involving, in particular, the private and community sectors, to follow up on the implementation of urban and territorial planning, periodically assess progress and make strategic recommendations;

(g) Reinforce institutional and human capacity development at the local level in the areas of planning, design, management and monitoring, through training, exchanges of experience and expertise, knowledge transfers and organizational reviews;

(h) Support public information, education and community mobilization at all stages of the implementation process, involving civil society organizations in the design, monitoring, evaluation and iterative adjustments of the plans.

43. **Civil society organizations and their associations** should:

(a) Contribute actively to the implementation of the plans by mobilizing the communities concerned, liaising with partner groups and voicing the concerns of the public, including the urban poor, in relevant committees and other institutional arrangements;

(b) Provide feedback to the authorities on challenges and opportunities that may emerge in the implementation phases and recommend necessary adjustments and corrective measures.

44. **Planning professionals and their associations** should:

(a) Provide technical assistance for the implementation of different types of plans and support the collection, analysis, use, sharing and dissemination of spatial data;

(b) Design and organize training sessions for policymakers and local leaders to sensitize them to urban and territorial planning issues, particularly the need for continuous and long-term implementation and accountability;

(c) Undertake on-the-job training and applied research associated with the implementation of the plans, with a view to learning from practical experience and providing substantive feedback to decision-makers;

(d) Document planning models which could be used for educational purposes, awareness-raising and the broad mobilization of the public.